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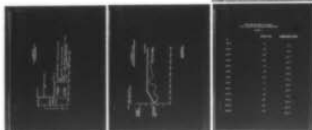
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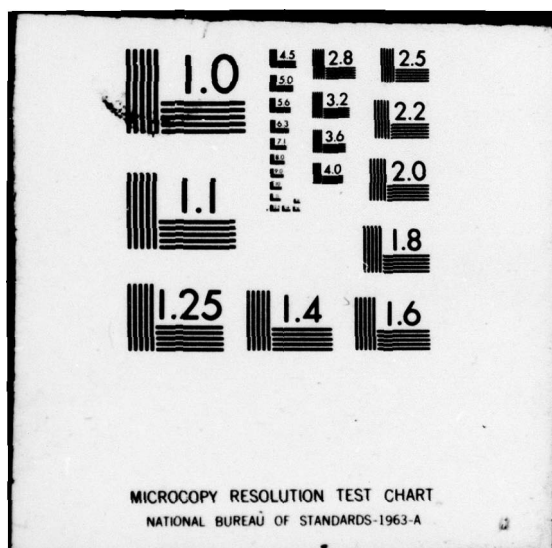
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Edward C. Kline, Jr.

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Prepared for the
Deputy Assistant Secretary of Defense
(Program Management)

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NAVY ENLISTED MOBILIZATION TRAINING

The purpose of this report is to show the capability of the Navy to handle individual training requirements during mobilization as currently stated in the FY 80 Wartime Manpower Program. This report covers only enlisted training because officer training requirements during mobilization are within peacetime capabilities. Most of the peacetime figures are derived from the FY 79-80 Military Manpower Training Reports (MMTR) or the Service backup data. Mobilization figures and policy statements represent current Navy positions. Some decisions are still being formulated.

The Navy meets its full mobilization requirements from the following assets: active forces, Selected Reserve, Individual Ready Reserve (IRR), Standby Reserve, Fleet Reserve, retired personnel and new accessions. The new accessions are the only group which represent a significant mobilization individual training requirement.

The following sections discuss the normal flow of new accession training under both peacetime and mobilization conditions. The training capacities are shown where appropriate.

Recruit Training (RT)

All NPS enlisted accessions undergo Recruit Training (RT) upon entering the Navy (see Figure N-1). The Navy has three Recruit Training Centers with the following approximate training load capacities:

	<u>Peacetime</u>	<u>Mobilization</u> ¹
Great Lakes	9,840	15,840
Orlando	7,840	12,300
San Diego	<u>7,991</u>	<u>11,974</u>
TOTAL	25,671	40,114

¹, FY 79 MMTR Service Backup Data

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Recruit training in peacetime runs 47 calendar days plus one week of ships work for a total of 54 days. This time is reduced to 42 days during mobilization by conducting formal classes six vice five days and relieving recruits of the one week ships work.

During the past five years, the recruit load has ranged from approximately 13,000 to 19,000. Assuming that attrition occurs at a constant rate during a course, the basic method of computing training load is expressed by the following formula:

$$\frac{\text{Entrants} + \text{Graduates}}{2} \times \text{Course Length (expressed as a fraction of a}$$

yr)=Load. One should also be familiar with the difference between Load and Workload. Load is based on the authorized training for a particular Service regardless of where it is conducted. Workload is calculated on all persons trained at a particular site regardless of Service or agency origin. In Recruit Training, Load and Workload are usually synonymous. With respect to other training categories, Workload is normally used in this report because it presents a better picture of capacity.

During mobilization, the average training load is scheduled to be above 30,000, peaking at 38,000 around M+70 and M+120 (see Figure N-2). The foregoing figure is constructed by starting with the on-board peacetime load for FY 80 at M-Day and adding, in 10-day increments, the NPS accessions listed in Table J of the FY 80 Wartime Manpower Program. The total amount of attrition (7.1 thousand), also from Table J, is deducted at M+180. If attrition is accounted for throughout the curve, the whole line will be lower including the peaks at M+70 and M+120. The mobilization attrition rate (5.5%) is lower than the 8.5% projected for FY 80 in Figure N-1.

Recruit companies (60-80 men) are formed on a daily basis. The number of companies formed fluctuates markedly during peacetime. This is caused by a surge in January and during the summer, generally coinciding with the end of the school semester. During mobilization, the input is dictated by the desires of the Service.

Figure N-2 shows that the Navy has the capacity to handle the recruit training load required under current mobilization plans. There is a possibility that the total capacity will drop by five or six thousand spaces. The possible drop is due to the conversion of certain living spaces which might not be reconverted in the necessary timeframe. However, this can be offset by graduating classes in the seventh and eighth week of recruit training upon mobilization. Currently recruits are graduating at the rate of about 3,000 per week. The early graduation will allow the "Trainee on Board" count to drop by about six thousand which will maintain approximately the same ratio between capacity and requirements.

Initial Skill Training (IST)

On-board ship the opportunity for on-the-job training (OJT) is often limited. To prepare recruit graduates for early usefulness afloat in their designated specialty, about 60-70% receive Initial Skill Training (IST) immediately following recruit training (see Figures N-1 and N-3). Input requirements basically stem from the number of personnel necessary to produce the required number of Petty Officers three years beyond the planning year.

In the MMTR, the Navy includes Apprenticeship Training within the Initial Skill category. Apprenticeship Training is basic training given immediately after recruit training to those personnel who will go to their first permanent duty station without the benefit of "A" school (IST formal schools) training. They will receive OJT. Currently, this group comprises about 29% of the recruit graduates. The average course length is 19 days. By averaging this group in with the "A" school trainees, the IST workload is boosted and the average length of "A" school is decreased significantly. This partially explains the difference of the "average length of 'A' school" numbers in Figures N-1 and N-3. During mobilization, Apprenticeship Training will be dropped and the recruits not assigned to "A" school will go directly to their next duty station.

The 71% of recruit graduates, who are assigned to "A" school during peacetime, can follow several different training paths depending on the particular skill chosen and what the next duty assignment will be, i.e., surface, aviation or submarine. The percentage attending "A" school under mobilization is expected to drop to about 60%. For accounting purposes the MMTR portrays enlisted training as falling within Recruit, Initial Skill and Skill Progression Training. Figure N-1 shows this flow with the Apprentice Training broken out separately. Figure N-3 gives a better picture of the training an individual might actually undergo during peacetime or mobilization within the IST category.

Let us assume a recruit is going to be assigned to the engineering department aboard a destroyer. He will first complete the Recruit Training course, either 54 or 42 days depending on

whether it was under peacetime or mobilization conditions. He then attends a 22-day Basic Engine Propulsion (BEP) course which is a prerequisite for several different engineering "A" schools. The recruit follows the BEP course with a 48-day Boiler Technician "A" school. The individual then has received either 124 or 112 days of training before reporting to his destroyer. If a recruit goes into a rate requiring an understanding of electricity, he or she must take a Basic Electricity course prior to attending about 25% of all "A" schools. The Basic Electricity course averages 47 days in length. The fact that an individual may take more than one course during IST partially accounts for the increase in entry and workload figures of IST over RT in Figure N-1. The training of other Service entrants (Army, Marine, etc.) accounts for most of the remainder. Thus someone reporting to duty in the aviation or submarine community can be in Initial Skill plus Recruit Training for the entire 180-day mobilization period.

Fortunately the submarine community is not dependent on new accessions to meet their mobilization requirements due to the high manning level maintained during peacetime. There is also a certain amount of flexibility within the submarine force afforded by the two crew concept for the Fleet Ballistic Missile submarines, in addition to highly trained personnel on shore duty for rotational purposes. The aviation and surface communities also have a certain amount of flexibility afforded by the sea/shore rotation plan, but their peacetime manning level is below that of the submarines. Thus they have a need for some new accessions with Initial Skill Training.

Figure N-4 shows that the Navy has the aggregate capacity to meet Initial Skill Training required under current mobilization plans. The load capacity line represents the mobilization capacity for all "A" schools and their prerequisite courses plus the current Skill Progression Training ("C" School) load capacity. There are no mobilization "C" school capacity figures currently available. The "C" School capacity can be added, because upon mobilization, the Navy will continue to graduate classes from "C" schools for the first few weeks, but discontinue most inputs and distribute the remaining individuals to where needed. As instructors and facilities become available, they will be shifted to Initial Skill Training if required. The rate at which this transition takes place will be dependent on events as the mobilization period progresses. Further, because Apprenticeship Training is dropped upon mobilization, additional berthing and training space is made available. If the situation develops into a lengthy war where new ships and aircraft become available in numbers, then there will be time to increase the training base in all categories.

The IST requirements line in Figure N-4 is constructed by starting with the on-board peacetime load for FY 80 at M-Day and adding, in 10-day increments, 60% of the NPS accessions listed in Table J of the FY 80 Wartime Manpower Program (only about 60% of recruit graduates will receive "A" school training). This methodology is not quite accurate because the recruit output for the first six weeks (length of the shortened RT) will be a function of the accelerated graduates and the peacetime inputs. The average course length used is 64 days vice the 71 days shown in Figure N-3.

The rationale for 64 days is the fact that the length of all prerequisite courses is averaged in with the "A" schools to produce a total on-board load rather than an individual's length of time in training.

Once the Navy has completed their mobilization requirements by rate, rating, and Naval Enlisted Classification Code (NEC), and matched this against their assets, the training requirement for individual "A" schools will be known. These results can then be matched against an on-going training capacity study to determine what specific actions may need to be taken vis-a-vis individual schools. The Navy is currently updating their asset files to determine who is available to fill mobilization requirements, but also to determine what, if any, refresher training these individuals may need.

Conclusions: The Navy:

(1) Has the capacity to meet Recruit Training requirements stated in Table J of the FY 80 Wartime Manpower Program.

(2) Has the aggregate capacity to meet the Initial Skill Training requirements based on 60% of item (1) throughput.

(3) Needs to define their mobilization requirements by rate, rating and NEC.

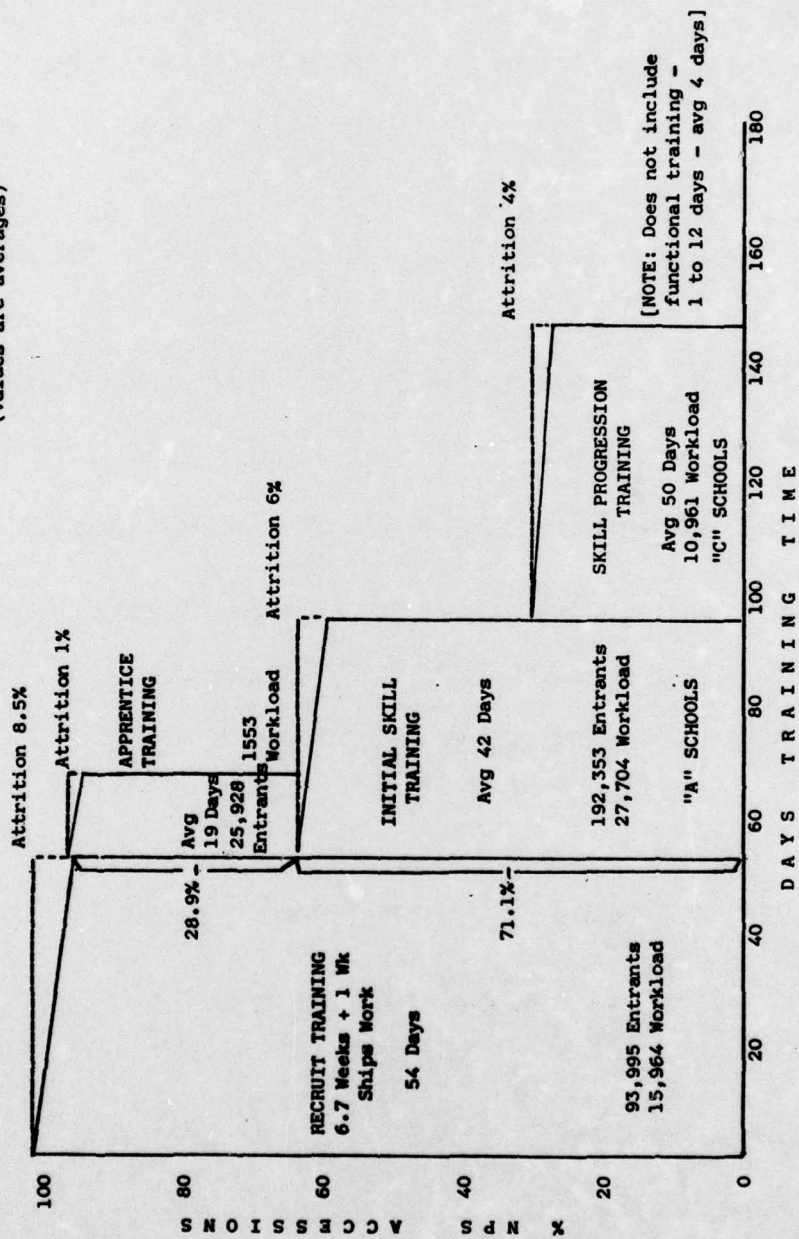
(4) Needs to complete and update their asset files, particularly those containing Reserves and Retirees so that they can determine individual school training requirements.

(5) Needs to determine mobilization training capacity by individual school.

(6) Needs to determine and inform the other US Services what training spaces can be made available once Navy has received those Services' training requirements.

(7) Needs to better document assumptions and decisions with respect to mobilization planning once their on-going studies and updating of asset files are completed.

FIGURE N-1
NAVY ENLISTED PEACETIME TRAINING FLOW
Source: FY 80 MMTR Back-Up
(Values are averages)



[NOTE: Classes convene daily
Course length 42 days]

FIGURE N-2
NAVY RECRUIT TRAINING
MOBILIZATION CAPACITY VS. REQUIREMENTS

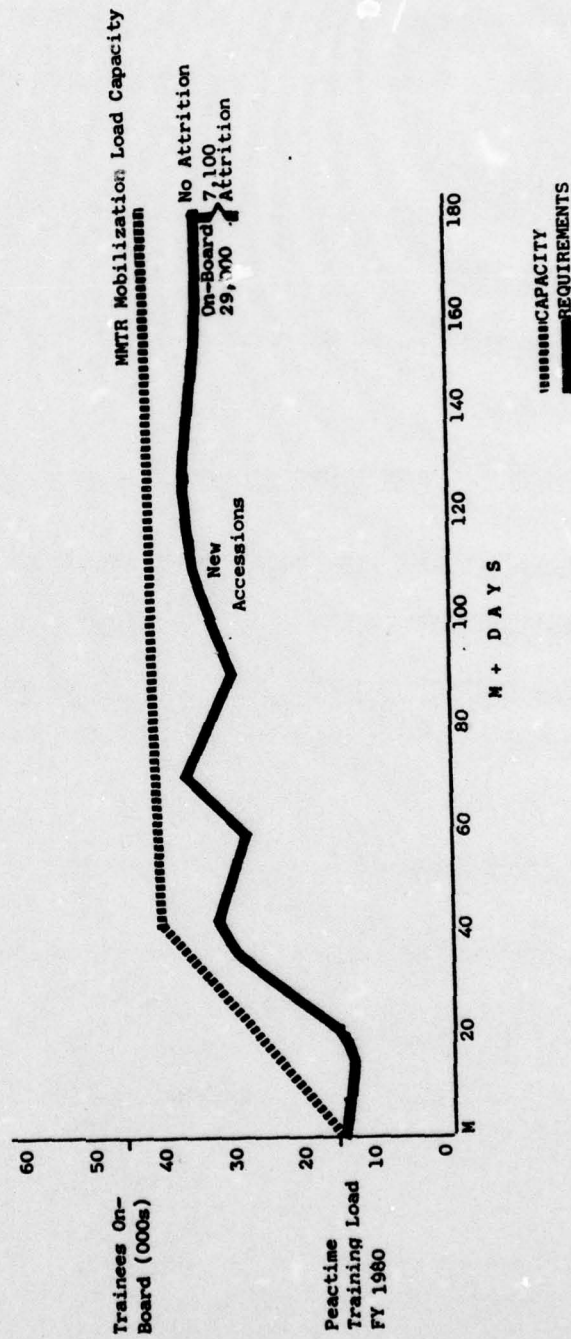
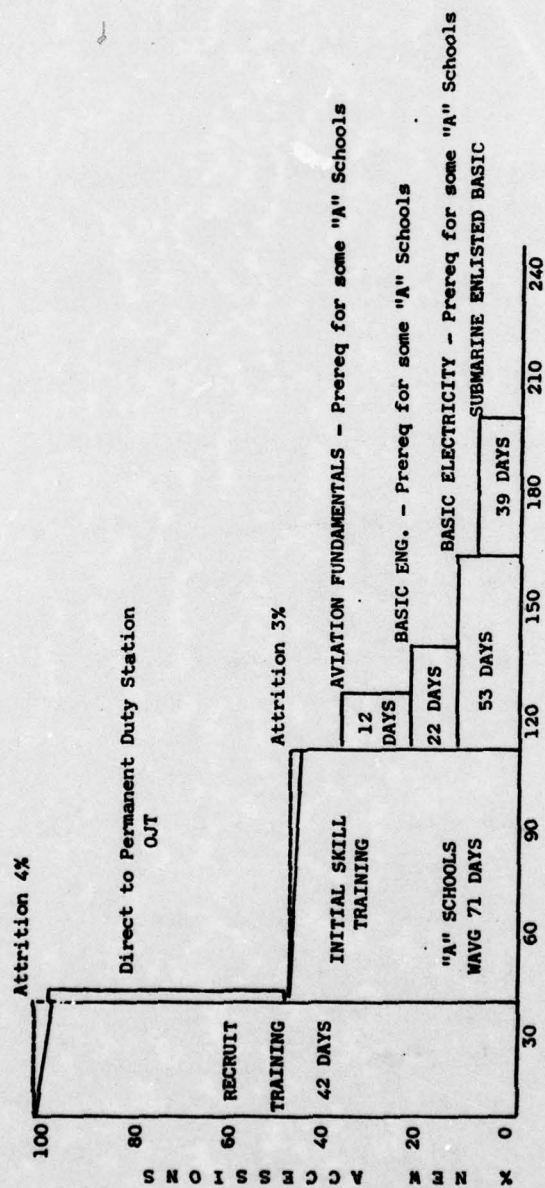
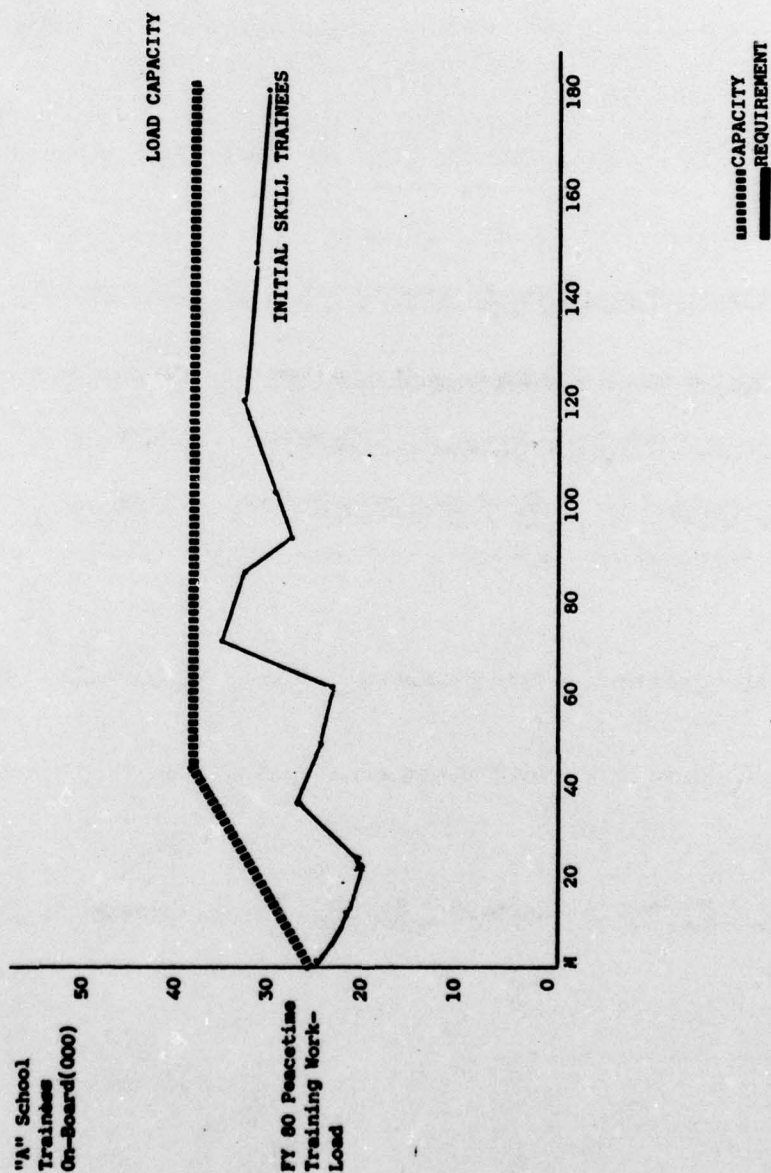


FIGURE N-3
NAVY ENLISTED TRAINING FLOW
UNDER MOBILIZATION



[NOTE: Classes convene daily
Course Length avg 64 days]

FIGURE N-4
NAVY INITIAL SKILL TRAINING
MOBILIZATION CAPACITY VS. REQUIREMENTS



WARTIME MANPOWER PROGRAM
NAVY NON-PRIOR SERVICE ACCESSIONS

TABLE J

	<u>INPUT (00)</u>	<u>CUMULATIVE (000)</u>
M		
M+10	21	2.1
M+20	42	6.3
M+30	148	21.1
M+40	106	31.7
M+50	73	39.0
M+60	58	44.8
M+70	171	61.9
M+80	47	66.6
M+90	19	68.5
M+100	86	77.1
M+120	197	96.8
M+150	156	112.4
M+180	169	129.3